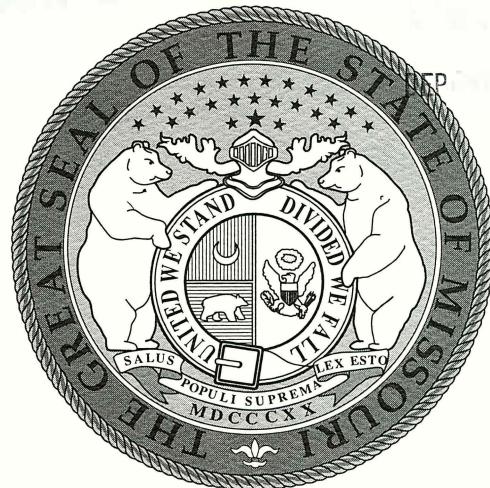


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# STATUS REPORT

NOVEMBER 1, 1995

**COMMISSION ON MANAGEMENT  
AND PRODUCTIVITY**

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COMAP symbolizes "good government".

## **SUMMARY**

The process developed by Governor Carnahan and his staff for government improvement has provided an opportunity for ideas to flow from inside and outside of state government, be evaluated systematically, and implemented in the most efficient manner.

Fifty-nine comprehensive recommendations with 194 implementation steps were submitted to Governor Carnahan by the Commission on Management and Productivity. To date, 121 of the implementation steps have been completed. An additional 62 implementation steps are ongoing improvements that have begun with established methods of continuation.

The integrated strategic planning process is the cornerstone of continuous improvement in state government. It affords an opportunity for all state agencies to review their programs and evaluate their progress. The process for self-evaluation will ensure that the desired results for citizens are achieved.

An integral part of strategic planning is the citizen focus effort. All state departments have committed to assessing customer input and providing the most appropriate services possible. The commitment of state employees to improvement is the catalyst for this continuous improvement effort.

**BACKGROUND** Governor Carnahan is committed to improving the efficiency and effectiveness of state government. Toward this end, by Executive Order, he established the Missouri Commission on Management and Productivity (COMAP) to conduct a major review of state government, evaluate its strengths and weaknesses, and prescribe reform.

The Commission was established, composed of private sector executives, legislative members and state senior-level managers, to ensure a partnership in reviewing state operations and developing recommendations for improvement. The Commission chairman was a private sector executive, with the Lieutenant Governor and Commissioner of Administration as vice-chairmen.

Six task forces, each chaired by a private sector member and supported by a vice-chair from the state, was comprised of eight to ten private sector executives, five to six state managers and two legislators. The six task forces developed recommendations and implementation strategies on the following issue areas: automation, efficient operations, fiscal policy, management improvement and customer focus, organizational planning, and workforce.

Recommendations were presented to Governor Carnahan on August 31, 1994.

Governor Carnahan appointed six Implementation Management Teams to develop detailed workplans for the implementation of each recommendation from the Commission. Additional research and analysis enabled the teams to develop workplans that included information on detailed implementation steps, implementation mechanisms, accountable parties, costs, savings, and measures of success. The teams also identified any barriers to implementation that should be taken into consideration.

Subgroups were formed by several of the implementation teams to perform research and assist in the development of specific topic areas for implementation. The subgroups included the areas of consolidations, merit system, preventive maintenance, salary systems, performance management, and diversity.

The plans for implementation were reviewed and approved by the Oversight Committee. The Oversight Committee also coordinated any recommendations that may have overlapped between the implementation teams, and made decisions regarding the method of implementation for these items.

Budget decision items were consolidated by the Oversight Committee and submitted to Governor Carnahan for inclusion in the recommended fiscal year 1996 budget. Proposed legislation was discussed with legislative leadership and filed by the appropriate sponsors for the 1995 session. COMAP orders were reviewed and presented to Governor Carnahan.

## **IMPLEMENTATION STRUCTURE**

**Automation**

**Mission:** *Develop strategies to improve existing information technology and create a plan to establish an infrastructure which supports innovative management solutions.*

**Initiative:** ***Chief Information Officer***

The Chief Information Officer (CIO) began work on July 1. The Information Technology Planning Board was appointed by Governor Carnahan in August. The Board has begun the development of a statewide information technology strategic plan. The Information Technology Advisory Board is working closely with the Planning Board on the development of a strategic plan. They are also coordinating many technical areas of statewide interest.

***Data Center Consolidation***

An independent consultant has collected technical data and developed a proposal for consolidating five data centers to two, with a projected savings of \$2.5 million per year. Maximum savings can be achieved with a single data center, but physical facilities are not available at this time. A cost allocation plan for charging back services of the consolidated centers is being developed.

***Data Network Consolidation***

Several proposals from vendors have been made on data network consolidation. Consolidation of data centers will bring about the consolidation of the management and operations of data networks.

**Mission:** *Develop operational policies and procedures that improve economy, efficiency, effectiveness, and equity.*

**Efficient Operations**

**Initiative:** *Merit System Review*

The Merit System Review Team has gathered input from stakeholders and reached consensus on recommendations to pursue. Proposed statute and rule changes have been finalized. The proposal for legislative and procedural changes is being presented to Governor Carnahan on November 1.

***Consolidations***

Detail data collection regarding the consolidation of print shops, postal facilities, and warehouses has been completed. Decisions regarding facilities to consolidate are being made.

***Procurement***

Legislation that included all task force recommendations for modernizing the procurement process was passed in the last legislative session. Procedures have been modified and agency training has been scheduled. Modifications to the automated procurement system will be made in conjunction with a new comprehensive financial system. The electronic bulletin board for the posting of procurement information has been created, with access through the Internet.

***Job Application Database***

A budget request to provide a central database for employment applications with access by all state departments was passed in the last session. This process will be integrated into the new "Management and Information Resource System" that is being designed. This new system will automate the functions of application, merit registers, testing, and certification.

**Fiscal Policy**

**Mission:** *Develop programs, policies, and procedures to promote prudent management of the State's financial and physical assets and to optimize resource opportunities*

**Initiative: Statewide Safety Program**

An order was issued by Governor Carnahan creating a State Safety Steering Committee. Each department in the executive branch designated a safety coordinator. The Steering Committee is developing a written safety and loss control program for the state, including an implementation plan.

**Financing Policy Committee**

A Financing Policy Committee has been appointed by Governor Carnahan. This committee will develop guidelines for state use of debt and financing.

**Maintenance and Repair**

Legislation was passed in the 1995 legislative session to create a constitutional Facilities Maintenance Reserve Fund for use in maintaining, repairing, and renovating state facilities. A percentage of general revenue collections would be transferred to the fund each fiscal year. This statute change would become effective after a constitutional amendment is passed.

**Mission:** *Develop innovative management processes to provide services that exceed the needs and expectations of the public* **Management Improvement and Customer Focus**

**Initiative:** ***Service Improvement Process***

A COMAP order creating an Excellence in Customer Service Oversight Team was issued on March 22. This order also created the Office of Excellence in Customer Service, reporting to the Oversight Team. The Director of the office began work on July 1. The Director has met with all state departments to determine what assistance they need in developing a customer service focus. A handbook outlining a customer focus process is being prepared.

***Elimination of Boards and Commissions***

The legislation for eliminating non-functioning boards and commissions passed the 1995 legislative session. Thirty-two boards and commissions were eliminated by this legislation.

***Performance Management***

Members of the Management Improvement, Workforce, and Efficient Operations teams have developed a performance management process that meets the needs of varied agency requirements. The overall objective of the performance management system is employee development and improved communications between supervisor and employee.

***New Employee Orientation***

The State Training Advisory Council has developed and is in the process of implementing a comprehensive new employee orientation program that includes segments on the COMAP issues of strategic planning, customer focus, total compensation, diversity, and employee safety.

**Organizational Planning** **Mission:** *Develop a uniform strategic planning process for a statewide vision and strategic plan that integrates the long-range planning processes of individual agencies*

**Initiative:** ***Strategic Planning Process***

A COMAP order was issued by Governor Carnahan creating the Missouri Interagency Planning Council. The council members are providing leadership in implementing the integrated strategic planning process in the executive branch and coordinating with the legislature to ensure the strategic plan is the basis for appropriation requests by state agencies. A statewide vision was developed as the basis for the planning process. Statewide strategic issues and goals will be completed in November. State agencies are in the process of developing their individual strategic plans.

***Performance-based Budgeting Process***

A new budget document that places emphasis on performance standards and measures was developed and used to submit new decision items for the fiscal year 1997 budget. The new automated budget system is being developed to accommodate performance standards. All agency expenditures for fiscal year 1998 will be tied to the strategic plan, which will accompany the agency budget documents.

**Mission:** *Develop strategies to recruit, motivate, train, utilize, and retain state personnel to promote a high performance workforce, with emphasis on compensation, benefit, and recognition strategies.* **Workforce**

**Initiative:** ***Total Compensation Policy***

The Total Compensation Task Force was appointed by Governor Carnahan in September. The midpoint based salary recommendation and other issues developed by the implementation team will be presented to the Task Force.

***Flexible Benefits***

Legislation was passed in the 1995 legislative session that requires the Office of Administration to develop a flexible benefits program for all state departments. This plan is currently being developed with input from all departments and the General Assembly.

***Diversity***

Affirmative action plans have been filed by all executive branch departments with the state Equal Employment Opportunity Office. A budget request passed in the last legislative session that allows the EEO Office to automate the filing and updating of affirmative action plans, contract for statistical data gathering and research, and improve recruitment efforts. Job openings are being sent to the EEO office, and a list of recruiting resources has been updated to assist agencies in their recruitment efforts. The State Training Advisory Council is developing curriculum for diversity classes which include a management training session and a general session for all employees.

**Workforce**

(cont.)

**Initiative: *Midpoint Based Salary System***

Meetings were held with each of the Executive Department Directors to gather information on what a successful midpoint based salary system should include. This information was used in developing a salary system recommendation that was presented to the COMAP Oversight Team and Personnel Advisory Board in July. The salary recommendation was included in the budget instructions to the agencies from the budget office in July.

**COMAP  
ORDERS  
ISSUED**

***Merit System Review***

This order directed the Personnel Advisory Board to develop a strategic plan for transforming the State Personnel System to be more responsive to employers, employees, and applicants, while simultaneously adhering to merit principles.

***State Safety and Health Program***

This order directed that each department of the executive branch shall strive to provide and maintain a safe and healthful environment for its employees and the citizens it serves, implementing appropriate safety standards to preserve the state resources entrusted to them.

***Excellence in Customer Service***

This order established the Excellence in Customer Service Oversight Team who will provide leadership in implementing efforts to make state government more customer focused. All state departments are required to identify their customers, determine customer expectations, define customer satisfaction measurements and measure customer satisfaction.

***State Strategic Planning***

This order established the Missouri Interagency Planning Council which will provide leadership in implementing the integrated strategic planning process in the executive branch and coordinate with the legislature to ensure the strategic plan is the basis for appropriation requests by state agencies.

***Task Force on Total Compensation***

This order established the Task Force on Total Compensation which will be responsible for evaluating and recommending courses of action based on, but not limited to, the recommendations of the Commission on Management and Productivity, to ensure a comprehensive approach to state employees salaries and benefits issues.

**BUDGET  
ITEMS  
PASSED**

***Computer Services***

This FY96 budget change allows adequate appropriation authority in the Office of Administration's Revolving Administrative Trust Fund for agencies to purchase computer services in lieu of operating their own computers. Agency budgets were changed to reflect this flexibility in the use of computer services.

***Procurement System***

This addition to the Office of Administration's FY96 budget allows the state to re-engineer the automated procurement system.

***Office of Excellence in Customer Service***

This shift of existing resources in the Office of Administration's FY96 budget allows the Office of Excellence in Customer Service to provide advice, resources, training and assistance to all state departments as they implement improvements in customer service.

***Personnel Applicant System***

This addition to the Office of Administration's FY96 budget provides system improvements that allow state agencies to make convenient inquiries to a centralized database regarding job applicant information.

***Financial Management System***

This additional funding in the Office of Administration's FY96 budget enables contracting for the development and installation of a new financial management system, which will include the requirement for a performance-based budgeting system. This system will use a determination of outcomes, measurement of results and customer satisfaction, to guide agencies toward improved effectiveness.

***Equal Employment Office***

This additional funding in the Office of Administration's FY96 budget is being used to automate the filing and updating of affirmative action plans, contract for statistical data gathering and research, and improve recruitment efforts.

**BUDGET  
ITEMS  
PASSED**

(cont.)

## **LEGISLATION PASSED**

### ***Procurement***

House Bill 562 passed in the 1995 legislative session to streamline the current procurement process for efficient delivery of goods and services to state agencies. It allows purchases of less than \$3,000 without bidding, \$3,000 to \$25,000 by competitive bid, and \$25,000 and over by formal bid. It provides for the utilization of certain electronic medium for the advertisement of bids, allows for a competitive proposal process which includes the ability to negotiate, and grants the ability to waive competitive bids when only one feasible source for purchasing supplies is available.

### ***Maintenance & Repair Fund***

Senate Joint Resolution 24 passed in the 1995 legislative session as a proposed amendment to the Missouri constitution. If approved by voters, it would create the Facilities Maintenance Reserve Fund, to be used for maintaining, repairing, and renovating state facilities. The purpose of this dedicated funding is to allow maintenance to be done in a more timely manner. A percentage of net general revenue collections would be placed in the fund each fiscal year.

### ***Design and Construction Modernization***

House Bill 622 passed in the 1995 legislative session. It changes the procedures for procuring construction, maintenance and repair services for state facilities. It increases the size of projects which may be accomplished without a formal advertising and bid process from \$10,000 to \$25,000 and allows the Director of the Division of Design and Construction to delegate the authority to procure these services to the other agencies. It also gives the director the authority to "sole source" products in limited circumstances. These changes will simplify the process for procuring construction services and will make it easier and faster to accomplish maintenance and repair projects. The bill also clarifies the functions assigned to the Division of Facilities Management.

***Elimination of Boards and Commissions***

House Bill 574 passed in the 1995 legislative session. It eliminates certain boards, commissions, committees, and councils that have been inactive for several years. This bill also transfers the duties of the Horse Racing Commission to the State Gaming Commission, reorganizes the membership of the Southern State Energy Board, and lowers the compensation for members of the State Savings and Loan commission from \$150 per day to \$50 per day.

**LEGISLATION  
PASSED**

(cont.)

***Flexible Benefit Study***

Senate Bill 410 passed in the 1995 legislative session. It authorizes the Office of Administration to develop a flexible benefit plan for all state employees, after seeking input from all departments and the General Assembly. The purpose of the flexible benefit plan is to treat employees equitably, to allow employees to customize their benefit selection to meet their needs, and to provide employee benefits in a cost-effective manner. This statute does not authorize the implementation of the plan.

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# APPENDICES

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## COMAP Recommendations Progress

### November 1, 1995

Implementation Step	Status	Comments
<b><u>Automation</u></b>		
<b>Information technology planning</b>		
Establish an Office of Information Technology (OIT).	Complete	Office established July 1, 1995.
Issue bid for CIO.	Complete	CIO began work on July 1, 1995.
Transfer funds for CIO salary.	Complete	CIO budget has been established.
Transfer FTE to OIT.	Complete	FTE are transferred and staff hired.
Review automated planning tool.	Complete	IEF tool selected for planning.
Implement an IT strategic planning process which supports the statewide agency-specific strategic process.	Complete	Strategic planning process selected and begun.
Empanel an IT Planning Board.	Complete	Board has been named and is working.
Empanel an IT Advisory Board.	Complete	Advisory Board is working.
Evaluate positioning of IT Management within agencies.	Complete	Reviewed and no immediate action needed.
<b>Mainframe computing</b>		
Cost/benefit analysis of data center consolidation.	Complete	Study by contractor complete.
Cooperative procurement for mainframe data centers.	Complete	Appropriate sharing of contracts is taking place.
Establish planning structure for mainframe data center consolidation.	Complete	Team in place for consolidation implementation.
Consolidate data centers, as appropriate.	Complete	Implementation has begun.
<b>Telecommunications networks</b>		
Use test counties to determine costs/benefits of network consolidation.	Complete	Results have been reviewed.
Consolidate the management of voice/data/video communication services into OA.	Assigned	Turned over to the CIO for implementation.
Consolidate agency network staffing and equipment into OA.	Assigned	Turned over to the CIO for implementation.
Develop a statewide network communications plan.	Assigned	Turned over to the CIO for implementation.
Develop technology standards related to network communications.	Complete	Completed by the Advisory Board.
Develop service level agreements for networks.	Assigned	Turned over to the CIO for implementation.
<b><u>Efficient Operations</u></b>		
<b>Assessment techniques</b>		
Develop and obtain training in the use of an expanded range of assessment methods.	Complete	A proposal has been drafted.
Consult in the new assessment process.	Assigned	The Division of Personnel will consult.

Implementation Step	Status	Comments
<b>Automate procurement</b>		
Determine new system requirements and complete cost analysis of MAPS changes.	Complete	MAPS system changes identified.
Implement Electronic Bulletin Board for procurement.	Complete	Information has been loaded to the bulletin board.
Approve funding to add Graphical User Interface (GUI) to MAPS.	Complete	Funding has been approved.
Implement Electronic Invoice Processing.	Assigned	Purchasing will implement in conjunction with other COMAP system changes.
<b>Capitol Police</b>		
Compile costs and benefits of Capitol Police consolidation.	Assigned	Public Safety is reviewing options.
Move the communication staff from the Capitol Police to the control of the Highway Patrol's Troop F Communications Division.	Assigned	Public Safety is reviewing options.
<b>Classification system</b>		
Ten to twenty career bands should be created based on similarities in career progression.	Complete	A proposal has been drafted by merit review group.
Create and submit for approval to the Personnel Advisory Board classification standards for each career band on a government wide basis.	Complete	A proposal has been drafted and reviewed by PAB.
Allow agencies to establish finer distinctions in career bands essential to their mission.	Complete	A proposal has been drafted by merit review group.
<b>Continuous performance review</b>		
Assign responsibilities to the state agencies the tasks of performing personnel functions.	Complete	A proposal has been drafted by merit review group.
Develop statewide policy-making programs, technical support (i.e. consulting) and monitoring/compliance to be performed by the Division of Personnel.	Complete	A proposal has been drafted by merit review group.
Empower agencies to assume greater responsibility for the day-to-day operations and administration of the personnel system for their agency.	Complete	A proposal has been drafted by merit review group.
Provide technical assistance to agencies in designing standards and measures.	Complete	A proposal has been drafted by merit review group.
Require periodic reviews of the classification system.	Complete	A proposal has been drafted by merit review group.
Give agencies classification responsibility over all classes represented in their agency.	Complete	A proposal has been drafted by merit review group.
Implement broad-banding as a way to promote a more flexible and effective system to meet workforce needs.	Complete	A proposal has been drafted by merit review group.
<b>Decentralize personnel system</b>		
Review State Personnel Law for provisions that are incompatible with a decentralized personnel system.	Complete	All personnel laws have been reviewed.

Implementation Step	Status	Comments
Provide report to Governor and General Assembly detailing all statutory changes needed to implement a decentralized personnel system.	Complete	Changes will be presented to Governor on November 1.
<b>Delegate recruitment</b>		
The Division of Personnel would act as consultants for the agencies.	Complete	These philosophical changes have been reviewed by merit system group.
Agencies develop guidelines for specific hiring and train staff responsible for the hiring processes.	Complete	Training for agencies is being established.
<b>Departmental printing</b>		
Compile costs and benefits of print consolidation.	Complete	Detail numbers have been gathered.
Communicate costs/benefits of print consolidation to departments.	Complete	Information has been reviewed with departments.
Adopt and pursue a policy of print consolidation.	Assigned	Oversight Committee will adopt a policy.
Review privatization potential of printing operations.	Complete	Privatization has been reviewed.
Implement program specific distribution for printing in the budget.	Assigned	Detail base review team will make budget adjustments.
<b>Forms Management</b>		
Streamline approval process for form orders through OA's Forms Management sections.	Complete	Forms management process has been streamlined.
<b>Job information clearinghouse</b>		
Obtain funding through the appropriations process for automated personnel system.	Complete	Funding was received for personnel system.
<b>Mailing/postal services</b>		
Review current state operations and determine the most prudent process to handle postal services.	Complete	All postal operations have been reviewed.
Implement bar coding and presorting for the agencies to be phased in.	Assigned	Interagency Postal Committee will review.
Solicit bids from public and private entities for presorting and bar coding of outgoing mail.	Assigned	Interagency Postal Committee will review.
Have discussions with local postmaster to assure that maximum savings and efficiency are realized.	Complete	Team met with local postmaster.
<b>Merit selection</b>		
Validation of testing procedures.	Complete	Included in proposed modifications to personnel system.
Expansion of the certification process for certain classes.	Complete	Included in proposed statute modifications to personnel system.
<b>Microcomputer Procurement Strategy</b>		
Develop new method of procuring microcomputers in the state.	Complete	New method of buying microcomputers is developed.

Implementation Step	Status	Comments
<b>Ongoing improvement opportunities</b>		
Write COMAP Order to create a Council on Efficient Operations.	Complete	Order has been sent to the Governor's Office.
Appoint Council on Efficient Operations.	Assigned	Responsibility lies with Governor's Office.
Establish a format and procedure to identify uniform and complete cost for government operations.	Assigned	Responsibility lies with Efficiency Council.
Allow agencies to retain a percentage of their savings.	Complete	Savings are being left with agencies.
Monitor success of similar initiatives in other states.	Complete	Other states have been contacted.
Review the current Type Transfer System.	Complete	No action will be taken at this time.
<b>Personnel database</b>		
Obtain approval of budget request to upgrade data processing and office automation capabilities.	Complete	Automated personnel system being implemented.
<b>Procurement partnership</b>		
Procurement Partnership Program.	Complete	Partnership program is in place.
Set up departmental committees for specific procurement areas.	Complete	Departmental committees have been set up.
Pursue opportunities for cooperative procurement with the Highway & Transportation Department.	Complete	Opportunities have been identified.
Develop and update Procurement Procedure Manual for use by agencies.	Complete	Manuals have been reviewed.
Implement Procurement Training for Agencies.	Complete	Procurement training has been held.
Review and revise authority delegated to agencies.	Complete	Delegation has taken place as appropriate.
<b>Procurement statutes</b>		
Increase the "no bid" limit to \$5,000.	Complete	Statute implemented.
Increase the formal bid limit to \$25,000.	Complete	Statute implemented.
Authorize the use of negotiations during the procurement process.	Complete	Statute implemented.
Authorize the utilization of sole source procurements.	Complete	Statute implemented.
Authorize the utilization of multi-year contracting for procurement.	Complete	Procedures implemented.
Allow electronic information exchange for procurement.	Complete	Statute implemented.
Various other procurement statute changes.	Complete	Statute implemented.
<b>Recruiting tools</b>		
Hiring agencies work with the Personnel Advisory Board to develop an active and effective recruiting program.	Complete	A proposal has been drafted by merit review group.
<b>Warehouse/storage areas</b>		
Compile costs and benefits of warehouse consolidation.	Complete	All costs and benefits have been reviewed.

Implementation Step	Status	Comments
MCE design and operate a minimum cost warehouse.	Drop	Correctional Enterprises is not building a warehouse.
Develop contracts agreed to by MCE and agencies.	Drop	Correctional Enterprises is not building a warehouse.
MCE focus on customer satisfaction, requirements, and expectations.	Drop	Correctional Enterprises is not building a warehouse.
MCE maintain frequent communications with departments.	Drop	Correctional Enterprises is not building a warehouse.
<b><u>Fiscal Policy</u></b>		
<b>Consolidation of Energy Trust Funds</b>		
Consolidation of funds.	Assigned	Will be implemented with other financial system changes.
<b>Debt management policy</b>		
Create an ad hoc Committee on Financial Management.	Complete	Governor's Office has approved Committee selection.
<b>Financing lease/purchases</b>		
New methods of financing lease/purchases.	Assigned	Master Lease program is being reviewed.
<b>Investment policy</b>		
Amend Chapter 30, Investment Policies.	Complete	Treasurer's Office will pursue statute change.
Cash flow forecasts should be required from each agency and updated monthly.	Complete	Treasurer's Office is reviewing cash flow reports.
<b>Preventive maintenance costs</b>		
Develop a long-term plan to prioritize preventive maintenance projects.	Complete	Plan has been established.
Presentation to joint committees on preventive maintenance.	Complete	Hearings were held with committees.
Agencies develop five-year plans for capital improvements and maintenance and repair projects.	Complete	Plans have been developed.
Create a Constitutional Maintenance and Repair Fund.	Complete	Statute passed.
Annually appropriate 1.0% of replacement costs for maintenance and repair.	Complete	Statute passed.
Increase appropriation in agency operating budgets for operational maintenance and repair.	Complete	Appropriate after constitutional amendment.
Change statutes to define agencies' ability to contract for repairs and improvements.	Complete	Statute passed.
<b>Statewide Safety Program</b>		
Appoint one person in each department responsible for safety.	Complete	Safety Committee has been appointed.

Implementation Step	Status	Comments
Adopt a written safety and health policy/mission statement.	Assigned	Committee is developing mission and policies.
Publish and enforce safety and health standards appropriate to particular program needs.	Assigned	Consultant is developing standards for departments.
Establish a program to promote health and safety awareness of safe work practices.	Assigned	Program is in the process of being developed.
Establish safety committees consisting of representatives from all levels and areas of the organization and at each of its facilities to review all reports of injuries.	Complete	Safety Committee is established.
Institute training for managers, supervisors, and employees on safety issues.	Assigned	Plan is being developed by consultant.
Establish a procedure for conducting regular health and safety inspections/surveys.	Assigned	Plan is being developed.
Promote effective investigation and management of accidental loss and workers' compensation claims.	Assigned	Plan is being developed.
Promote early return to work of injured employees using transitional work assignments and other rehabilitation strategies.	Assigned	Plan is being developed.
Maintain comprehensive records relating to injuries, accidents, property damage and any other incident that has or potentially will expose the state to financial loss.	Assigned	Plan is being developed.

#### Management Improvement & Customer Focus

##### **Career development**

Establish a statewide Policy Statement on Career Development and Training an orientation program for all employees.	In progress	Career Development Policy being developed.
Develop a comprehensive implementation plan to carry out the policy.	In progress	Being developed.
Consult with agencies to help them establish a comprehensive career development program.	In progress	Being developed.

##### **Nonfunctioning state commissions**

Review and identify all commissions and boards that are nonfunctioning or whose members have not been named.	Complete	Legislation was passed.
Remove nonfunctioning board and commissions, if possible.	Complete	Legislation was passed.

##### **Performance appraisal system**

Create a statewide policy on performance appraisals consistent with the principles outlined in COMAP reports.	Complete	Policy has been drafted.
Provide consultative services to all state agencies to ensure implementation.	Assigned	Division of Personnel will provide consultation.
Develop a process to implement the principles of this appraisal system.	Complete	Implementation plan has been developed.

Implementation Step	Status	Comments
Monitor the appraisal process to ensure effectiveness.	Assigned	Division of Personnel will monitor implementation.
<b>Reward and recognition program</b>		
Each department designs their own employee reward and recognition program after the customer assessment for each program area is completed.	In progress	Implementation team has begun work on the program.
<b>Service improvement processes</b>		
Excellence in Customer Service Oversight Committee established.	Complete	COMAP order issued.
Creation of the Office of Excellence in Customer Service within OA.	Complete	Office began on July 1, 1995.
Governor appoints Customer Service Oversight Committee.	Complete	Committee has been appointed.
Customer Service Oversight Committee chooses Executive Director.	Complete	Governor has designated chairperson.
Customer Service Oversight Committee determines department implementation schedule.	Complete	Process has been developed by Director.
Departments to implement customer focus efforts. Department Directors receive orientation.	Assigned	Customer Focus effort has begun in all departments.
All executive branch departments go through customer focus process for all programs.	Assigned	All departments are beginning their effort.

### Organizational Planning

#### **Integrated Strategic Planning Process**

Appoint Member of Governor's Office to lead implementation of the Strategic Planning Process.	Complete	Jill Friedman is leading Planning Council.
Establish a Interagency Planning Council and appoint its members.	Complete	All Planning Council members are appointed.
Institute the Strategic Planning Model within State Agencies.	Assigned	Planning Council will facilitate.
Develop and finalize budget submissions to Office of Administration/Budget & Planning.	Complete	New budget form in use.
Discuss proposed program and budget priorities.	Complete	Governor and Cabinet meeting Oct. 4 to discuss.
Top budget priorities selected for submission to Legislature.	Assigned	Governor will determine.
Design performance demonstration measures.	Assigned	Each department will develop their measures.
Assess current cost and performance of information systems, and recommend system development and training requirements.	Assigned	Strategic plans will integrate with IEF tool. CIO provides connection between planning and information systems.

#### **Ongoing Strategic Planning**

Develop incentives for staff at all levels to successfully implement strategic planning process.	Complete	Integration with budget and performance management system provides incentive.
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Implementation Step	Status	Comments
Recognize and promote to the public exemplary agencies.	Assigned	Office of Excellence in Customer Service and Interagency Planning Council will do this.
Allow agencies to redirect resources toward the accomplishment of their strategic plan without risk of losing funds.	Complete	Resources are currently being redirected.
Vision, Values and Goals reviewed annually.	Complete	Process is set up for continual improvement.
<b>Shared vision</b>		
Governor's Cabinet Retreat to establish statewide vision.	Complete	Statewide Vision established.
Refine Planning Model to include customer input and Case Tool Automation.	Complete	Planning Model revised.
Share Vision with Missouri citizens.	Assigned	Interagency Planning Council will develop plan.
Articulate final version of the Vision.	Complete	Vision will be revisited each year.
Establish benchmark data for each vision area.	Assigned	Interagency Planning Council facilitating benchmark process.
Draft COMAP Order establishing the Planning Model and appointing the Interagency Planning Council.	Complete	Planning Council appointed.
<b>Workforce</b>		
<b>Affirmative action annual report</b>		
Develop an annual report format to use to report the results in meeting affirmative action goals.	Complete	Format established and in use.
Establish goals and objectives for each department that are agreed to by the department director.	Assigned	EEO office will coordinate.
Publish and disseminate an annual report containing the results and progress made for the affirmative action year.	Complete	Report published and distributed.
<b>Affirmative action goals</b>		
Establish affirmative action performance standards/criteria for appropriate managers and recruiters in each department.	Complete	Incorporated in performance appraisal policy.
Conduct performance appraisal sessions to give feedback.	Complete	Incorporated in performance appraisal policy.
<b>Affirmative Action Plan</b>		
Executive Order 94-03 allowed for the addition of a recruiter in the State EEO Office.	Complete	EEO recruiter hired.
Each agency should have designated recruiters.	Complete	Each agency has designated a recruiter.
Each department director is responsible for submitting an annual Affirmative Action Plan to the State EEO Office.	Complete	Annual Affirmative Action plans have been submitted to EEO.

Implementation Step	Status	Comments
Supervisors and managers should be held accountable for recruitment/selection and promotion of minorities and females and for creating a work environment that is inclusive.	Complete	Incorporated with performance appraisal proposal.
Departments should utilize internship programs as means of recruiting minorities and females.	Complete	EEO office is coordinating the program.
State EEO Officer will monitor each department's progress in meeting its AAP goals.	Complete	Annual reviews are taking place.
Working relationships should be developed with female and ethnic groups that can assist in recruitment efforts.	Complete	Booklet of organizations has been developed.
<b>Cafeteria-style benefits</b>		
Explore available flexible benefit packages.	Assigned	Group assigned to develop flexible benefit plan. Employee survey being developed.
<b>Collaboration by retirement systems</b>		
Retirement system executive directors meet to develop a collaborative plan for retirement systems.	Assigned	Meetings are held quarterly. Total Compensation Task Force will collaborate with retirement systems to review and revise current practices.
Once retirement collaboration framework is established, state rebids contracts in place with service providers.	Assigned	Total Compensation Task Force will collaborate with retirement systems to review and revise current practices.
Statutory changes should be made so that overlap in retirement system boards is mandated.	Assigned	Total Compensation Task Force will collaborate with retirement systems to review and revise current practices.
Formal reporting mechanisms should be established to ensure and enhance ongoing collaboration among the retirement system directors and board members.	Assigned	Total Compensation Task Force will collaborate with retirement systems to review and revise current practices.
Formal reporting mechanisms should be established between retirement boards and the newly formed Total Compensation Task Force.	Assigned	Total Compensation Task Force will collaborate with retirement systems to review and revise current practices.
<b>Consolidated benefits presentation</b>		
Develop annually, beginning with FY96 state budget, a consolidated benefits presentation that encompasses the state contribution for medical and retirement benefits for all state employees.	Complete	Consolidated budget presentation has been developed. Presentation scheduled during FY97 budget development.
<b>Consolidated statement for benefits</b>		
Produce an annual personalized consolidated statement for each employee with individual benefit costs and values.	Complete	Revised statement for 1996 to reflect individualized employee benefit costs.
<b>Cross-agency group</b>		
Elimination of within grade steps.	Drop	Workforce Team has recommended against implementation at this point.

Implementation Step	Status	Comments
Modification of current grid structure.	Drop	Workforce Team has recommended against implementation at this point.
<b>Diversity training</b>		
Mandate effective diversity training for all state employees.	Assigned	STAC developing diversity curriculum.
<b>Employee health premiums</b>		
Adopt a common philosophy for the state's contribution to employee health premiums under all plans.	Assigned	Total Compensation Task Force will develop proposal.
<b>Employee retirement plans</b>		
Higher base salaries; retirement income providing 75% replacement of gross salary through retirement plan, social security and personal savings/defined contribution plan; more progressive defined contribution plan with matching state funds.	Assigned	Total Compensation Task Force will review.
<b>Health benefit plans</b>		
Contract for a study to recommend a range of benefit options and rate structures; incentives; proactive programs emphasizing education, prevention and wellness; managed care concepts; and competition in management and administration.	Complete	Managed care contract is in place for consolidated plan. Employment Security joined on 1/1/96.
<b>Health care benefits</b>		
Employees who pay into the medical care plan would be automatically enrolled in cafeteria plan.	Assigned	Total Compensation Task Force will review existing statutes and rules.
<b>Job posting system</b>		
Ensure widespread use of the job posting system to notify employees of promotional opportunities in a timely manner.	Assigned	Most dept. are using job posting. Classes difficult to recruit will be tracked for effectiveness. EEO office will coordinate.
<b>Midpoint based salary system</b>		
Midpoint based salary system departmental issues meetings.	Complete	Midpoint based salary meetings were held.
Midpoint based Salary System Report.	Complete	Midpoint based salary report is complete.
Prepare data and marketing plan for midpoint based salary system, including a mid-point achieving market value.	Assigned	To be prepared for submission to Total Compensation Task Force for approval.
Obtain support for funding to implement first year recommendation.	Assigned	Total Compensation Task Force will develop support.
Prepare changes in OA rules and procedures.	Complete	Procedure changes in progress.
Determine similar policies and procedures in departments not covered by Uniform Pay and Classification Act.	Complete	Support has been solicited from non-UCP agencies.

Implementation Step	Status	Comments
Final approval of funding to implement.	Complete	Done through normal budget process.
Modify performance appraisal training to meet midpoint based salary system.	Complete	Performance appraisal system revisions approved.
Implement midpoint based salary system.	Assigned	Total Compensation Task Force will review recommendations of implementation team.
Obtain legislative approval for continuity of a midpoint based system.	Assigned	Pursued through budget presentations.
<b>Minimum investment expertise</b>		
Establishment of minimum investment education and experience guidelines.	Complete	Total Compensation Task Force will collaborate with retirement systems to review and revise current practices, if necessary.
Conduct salary and benefits package review for determining compensation of these staff positions, considering a performance component.	Complete	Total Compensation Task Force will collaborate with retirement systems to review and revise current practices, if necessary.
Make sure existing retirement staff meet established requirements.	Complete	Total Compensation Task Force will collaborate with retirement systems to review and revise current practices, if necessary.
<b>Retirees alternatives</b>		
Annual review and examination to replace automatic retiree increases would be implemented prospectively.	Assigned	Total Compensation Task Force will analyze and recommend alternatives.
<b>Retroactive retirement legislation</b>		
Discontinuation of retroactive retirement legislation. Annual review for inflationary adjustments would replace these benefit formula increases for retirees.	Assigned	Total Compensation Task Force will review.
<b>State EEO office</b>		
Ensure that the State EEO Office has sufficient resources to successfully fulfill the responsibilities of that office.	Complete	Resources have been budgeted.
<b>Task force on salary and benefits</b>		
Establishment of Total Compensation Task Force.	Complete	COMAP order was issued in March, 1995.
Funding of Task Force.	Complete	Funding for Task Force comes from existing resources.
Appointments to Task Force.	In progress	Governor's Office made appointments. House & Senate appointments being made.
Staffing of Task Force.	Complete	Lead staff for Task Force have been identified.

#### **Total Compensation Policy**

Implementation Step	Status	Comments
Total compensation policy drafted and approved.	Assigned	Draft policy to be developed by Total Compensation Task Force.
<b>Uniform division director salaries</b>		
Review formula for determining division director salaries.	Assigned	Will be done by impartial party outside the system.
<b>Uniform Policies Across State Agencies</b>		
Review educational reimbursement.	Assigned	All departmental policies are being reviewed by State Personnel Management group.
Review membership dues.	Assigned	All departmental policies are being reviewed by State Personnel Management group.
Review moving expenses.	Assigned	All departmental policies are being reviewed by State Personnel Management group.
Review maternity leave.	Assigned	All departmental policies are being reviewed by State Personnel Management group.
Review any other inconsistent policies across departments.	Assigned	All departmental policies are being reviewed by State Personnel Management group.
Review department director leave time policy.	Assigned	All departmental policies are being reviewed by State Personnel Management group.

## IMPLEMENTATION MANAGEMENT TEAM MEMBERS

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